

ORAL HISTORY INTERVIEW
OF SHIRLEY DUNLAP BOWSER
BY MAUREEN SHARKEY
AUGUST 8, 2013

Q. We're interviewing Shirley Dunlap Bowser. Today is August 8, 2013. And you're supposed to say your name.

A. My name is Shirley Dunlap Bowser. I was born May 6, 1935. I am married to Cliff Bowser, been married for 56 years. We have two children, a daughter and a son, and seven grand-children. I graduated from Ohio State. My parents graduated from Ohio State. My oldest grand-daughter has graduated from Ohio State, and we have two grandchildren in Ohio State right now. One is a junior and one is a senior. My parents met at Ohio State University. My grandfather went to Ohio State University, and it's a very important item in our life. So I thought I would start off by talking about my official enrollment at Ohio State. I was born on a farm in Pickaway County. I went to Williamsport High School and graduated in May of 1953, in a class of 11. There were 50 in my high school. There was a sort of entrance kind of exam for Ohio State. My parents brought me up to Columbus, and I took the exam, and about two weeks later my father got a letter saying that the University thought that maybe it would be a good idea if I looked for some other future endeavors because it didn't look as if I was college material. My father was sort of a force to be reckoned with and he was furious. I think it was because I had never taken a test at Williamsport. We had a science lab with one Bunsen burner. We didn't do any experiments. I had good teachers. I had very good teachers. But I never took a test. They knew what I could do. There's no

need to test me. And so I had graduated as Valedictorian of 11. Dad thought I was probably college material. So my parents sent me to college; I came in the fall of 1953. I was enrolled in an arts college. I planned to major in English and History and I was assigned to Baker Hall (Residence Hall), which at that time was the largest dormitory in the world for women. There must have been 500 girls.

Q. It was all women.

A. All women. Housing was short in that time and freshmen were supposed to be on campus. So I had two roommates. There were three of us in a room for two. We had two closets and two desks. We did have three beds but that was the only concession. I did a lot of my studying at the library because it was just too hectic in the dormitory. Dad had impressed that study was important upon me. My mother graduated from Ohio State as a Phi Beta Kappa, so she was a smart lady.

Q. When did she attend?

A. She graduated in '29 and Dad graduated in '28. But my mother came from Arizona and she had graduated from high school at 16. My father was a good enough student but he was a much better student when he started dating mother because she wouldn't go out with him until she had gone to the library to do her work. My grandmother Dunlap thought it was a great romance, to see her only boy study. Anyway, Baker at that time was run by a lady named Margaret Dunaway. She could have been a five-star general in the U.S. Army. She was very strict. She was very unbending. We had a court system, and if we disobeyed the rules, we were taken to court, and upperclassmen sat on that jury. And believe

you me, we had to be in at 10:30 on week nights; as a freshman I could stay out until 12:00 on Saturday night.

I remember this one situation. I wanted to go to the Pumpkin Show because it's a big thing in our local community. My parents had asked Ms. Dunaway if I could come to the Pumpkin Show. She gave me permission. I had a permission slip. Well, I had to be back at 10:30, and Dad brought me up but for some reason we were about 15 minutes late; the doors were all locked. Only she let you in. So she came down and she certainly did chew Dad out. He knew when I was supposed to be home, back at the dormitory and she couldn't have this kind of behavior. He was very respectful but I was his oldest. These college things were new to the family. Anyway, I wasn't punished for that since I was with my father. I enjoyed my time at Baker Hall. The food was terrible, but they did have milk and they did have ice cream and the meat wasn't too bad. Everything else (this was before all the health initiatives) was a lot of starchy things.

Q. Was it cooked right there in the dorm?

A. Yes, and there wasn't anything like a meal ticket. You could not go somewhere else and get a meal. You ate in the dormitory. That was it. But I did lose weight my freshman year because I walked so much. And when you live in the country you don't walk anywhere. You drive somewhere. I wanted to talk a little bit about how we dressed because it's changed so now. We had a dress code and girls did not wear pants of any kind for any reason.

Q. Had you at home?

A. No, not much. But, you know, living on a farm I had worn jeans to do things but I didn't wear them at Ohio State. We wore skirts and sweaters and blouses and bobby socks and loafers and we wore stockings a lot. Parties my freshmen year, if you were honored for some reason, you wore stockings. You wore white gloves. You wore a hat. One of the favorite stories on me was, I was invited (the President of the University was Dr. Howard Bevis) to the President's home (where the Al Kuhn Honors House is now). I walked from Baker Hall down to Dr. and Mrs. Bevis' house. I got to the gutter and somehow my high heel turned and I fell in the gutter. Needless to say, my white gloves had to come off because they were pretty soiled, but I cleaned myself up and went to the tea. The boys wore wash pants or dress pants and they also wore shirts and sweaters and you know, I see kids on campus now in jeans and cutoff jeans and tops that are hardly there, and sometimes they look like they got out of bed in their pajamas. And that, Ms. Dunaway, would never, ever have allowed that. I went through college in three years. I went two summers and I really had a good education. I want to talk a little bit about it. My favorite professor was a man by the name of Dr. [Warner F.] Woodring. As I said, I majored in English and History. Dr. Woodring was well known in his field, in his field of History. He gave the most wonderful lectures and he lectured on different periods of history.

Q. So he was History and not English?

A. No, he was not English. He was a History Professor. He called roll. The Professors called roll in every class, called you by name, and in his class we were alphabetical. He was an older man. Of course, I say older now; he probably

wasn't as old as I thought he was then, but he was very much a gentleman. He also was very strict about coming and going and so on and so forth. Anyway, he would go through the names; he would go Adams, Brown, so and so forth. He'd get to Dunlap and he'd say, "Good morning Ms. Dunlap, how are you this morning?" Well, I was so embarrassed. And besides, I had to get there on time and I had to be there, because he certainly noticed if I wasn't. After the first quarter, which, by the way, I made a 3.92 [grade point average]. I got a "C" in sex education. And growing up on a farm, my parents couldn't understand that, either. But that's what I got, a "C" in sex education; that kept me from a 4.0. Anyway, Dr. Woodring talked to me. He said, "You're in Education and I think you ought to be in Arts. I think you ought to be in the Arts College and you can do a dual major. It means an extra quarter or two but I think you ought to do that." And so I did enroll in that. However, I had left school one quarter before my final quarter in Arts. So my degree was in Education. If I'd waited one more quarter, I could have had an Arts Education degree. Anyway, he took a special interest in me. That's what I wanted to say. He really was a marvelous lecturer and a great teacher, and as a member of the senior faculty he taught freshman History.

The English Department was good too. Dr. Al Kuhn was hired when I was probably a sophomore in college. He was the handsomest, handsomest man I've ever seen and all the English majors that were female wanted to be in his class. I never took a class from him. We became great friends later. He's just recently died, but he and I were great friends. He went on to be the Provost at Ohio State, when Dr. [Harold] Enarson [then-OSU President] was here. The Honors House is

named for him. He was handsome until the day he died, but he certainly was handsome at 30.

I think looking back on what I learned during that time, particularly what I learned from women, I was very interested in doing something – besides, my mother had been outstanding at Ohio State and she was a Chimes and Mortar Board member. I wanted to get involved. The Dean of Women (we had a Dean of Women and a Dean of Men) was Christine Y. Conaway, who was also a strict but very admirable woman. Her brother, Christine's brother, Howard Yerges, was married to my aunt. So at large family gatherings she would be there. I sort of knew her before I went. She made it very plain that there would be no favors, and there weren't, but I also knew that she would take me in and would listen to me, if I had a problem. She had some very able assistants in that office. One of them was Ruth Weimer, who married John Mount. Ruth Weimer Mount. Ruth later became the Dean of Women after Dean Conaway. There was another woman in that office, Jane McCormick, and she was just outstanding. If I had wanted to know a good organization to be a part of, those women were wonderful advisors. Not Christine so much, but Jane and Ruth would have a Coke with me. They were in Pomerene Hall. Of course, that was the women's center. We had a gym there and everything. The story I remember about Chris is that earlier there had been a family wedding.

Q. Her brother was married to your mother's sister?

A. To my mother's sister. And so we attended a wedding of Howard Yerges Jr. that I mentioned to you before, in Michigan. I had intended to go to the University of

Wisconsin. That's where I wanted to go. My dad and mother really didn't want me to do that. So Dad got Christine Conaway to kind of recruit me. She said, "Well, what does the University of Wisconsin have Ohio State doesn't have?" And I said, "Well, it has a better English Department," which it did. And she said, "Well, we're working on that. It's going to get better." Anyway, she pretty well talked me into coming. So she did feel a little bit of responsibility about my being there. She really was a good resource for me. And I have to tell a funny story about Dean Conaway. My sophomore year, for Christmas, my parents gave me and my roommate a trip to the Rose Bowl in California. We went on the train, sat up all night. That was a funny story, too, because they patrolled the cars. They didn't want any boys and girls getting together. I can't remember the name of the chaperone on our car, but she was an old maid. She didn't want the girls on the car to see her get dressed or put on her makeup. She would get up at 3:00 in the morning and go back and do her sponge bath and change her clothes. It was a hoot. Katherine Hopkins, that's who it was, Dr. Hopkins. Well, anyway, I got to California and lo and behold I didn't have my ticket for the game. I panicked. So I decided the only thing I could do would be to go to Dean Conaway. Well, I did and she said to me, "Shirley, you are a student leader. I cannot believe that you left your ticket home." I said, "Well, I did." "That is very irresponsible." To make a long story short, she got me a ticket. She got my ticket reissued. So it did come in handy to know her, particularly when you are in California without a ticket.

Q. Wow, that is some story.

A. Ruth Weimer and Jane McCormick, and there was another woman by the name of Fran Healey, and they were all really role models for me. I spent a lot of time with them. I ran for class office my sophomore year and was defeated. We had class officers then. We also had the Makio, we had a yearbook. We had lots of things we could participate in. I don't know what the kids do now.

Q. Were the Presidents of the class usually males?

A. Oh, yes, always. You could be a secretary if you were a female. At the time it didn't seem so strange. Now looking back on it, I think, "My God, why didn't I go for that?"

Q. So did you run for President or did you run for Secretary?

A. No, I ran for Secretary and I was elected my junior year. That was a good experience, although they did nothing. It was later when I ran for the School Board at home, I had to chuckle because there were more students, more people voting at Ohio State for the junior class secretary than there were in my school district to be on the Board of Education. But anyway, I learned how to run. I learned how to campaign. I learned a lot about extra-curricular things at Ohio State. They had very good advisors. I learned when you finished your activity you wrote your project up. I still do that. I still insist on that in our foundation at home. When you finish something, you write it up and you put it in the archives so you know next year exactly what you did. It was a more formalized kind of thing. It wasn't as casual, as casual as it is now. My sophomore year, I went out for sorority Rush. My mother had been a member of a sorority. The sorority will go unnamed. So I ran and was selected by that sorority to become a member, and

then you're called a "Legacy." I didn't like that. I didn't like the term. I didn't like being a legacy. I didn't think much of that. I didn't like rushing. I did not like judging people. I had never done that. It was outside my experience. They'd have these sessions and you had to cut so many people out. I can remember as a junior, I got so upset. I walked out and said, "I'm not going to do this. You can kick me out of sorority, but I am not going to be a part of this." Well, they sent someone in from national headquarters or something to talk to me. I held my ground. After that I did very little as far as rushing was concerned. But they thought enough of me to elect me Treasurer of the sorority. So I was Treasurer for two years. The sorority was a good experience. The food was a lot better.

Q. And when you were in the sorority, did you live in the sorority house?

A. I lived in the sorority house because I lived out of town. I didn't live in Columbus. I lived in the sorority house and it was a great opportunity to meet girls. At Baker the freshmen were all together and the sophomores. But in the house you were all mixed up. It was a home away from home and we also had a house mother who was not quite as tough as Ms. Dunaway but she had rules, too. I think it's such a change now, it's so casual and everything is just put out there. I'm trying to keep up with my grandchildren and their lives, and I'm trying not to be judgmental and I don't think I am. But there was a lot of safety in those rules. For a country girl going from a class of 11 to a class of 5,000, there was a lot of safety in those rules. I had to be back at 10:30, that kind of thing. I've never regretted it. In fact, at the time I didn't feel restricted. My parents had rules. I didn't run around at home either.

But one of the things I wanted to talk about, when I came to Ohio State, orientation existed of maybe two hours on the Oval. All 5,000 of us got out on the Oval. They got up and talked to us about a couple of things, and that was it. The OSU Administration felt that they needed to change [orientation], it was just too big a place, and kids were getting lost. The students didn't know what to expect. In those days anybody could go to Ohio State, except for that letter. But they couldn't keep you out if you graduated from a high school in the State of Ohio. The Administration really wanted to look at different universities and see what kinds of orientation they provided. So my junior year, I believe, I was asked if I would be a student representative on the committee. They had a girl and a boy, of course. It wasn't a try-out. Somebody from the Administration said, "Well, here's a promising young lady. We'll let her do it." And that was a great experience, because we really worked with the faculty and we worked with the officers that work with students. I don't know what they called them, but like the ladies in Dean Conaway's office, they were student advisors. We worked with them and we worked with faculty. We pulled together a brochure, which the next year was sent out to everybody. It began to get more formalized. Then later, of course, they brought students to campus. Now, they bring students to campus with your parents. That was unheard of in 1955. I worked very hard on that, and at least students knew what to expect. It was written in the brochure where they could go for help. If you need help with finances, you go here. If you get sick, this is where you go. It was all in one place. It was a good booklet.

Q. So that's what this picture is?

A. That is what this picture is that I have with [another OSU student] Ken Dameron. We did orientation and of course it was before school started.

Q. So a week long of activities and things?

A. No, no, it was about two days, as I remember, a day and a half. Ruth Weimer-Mount had a lot to do with that, as did John. Dr. John Mount, who was over in the College of Agriculture. In fact, I've known for many, many years John Mount. But when I was a student, he was a faculty member in the College of Agriculture. And anytime I had a scheduling problem, I would call him. We didn't have cell phones then. It cost money to call home. It was long distance, so you better have a real good reason to call. Anyway, Dad would say, "Well, go to see John Mount." And I would say, "Dad, I'm not in his college." "That's all right, he knows everybody. You go over and talk to John." And you'd go over to see John; there would 15 students in his office. But by golly, he took us all and there was never a problem with scheduling or any of those things. He knew someone in every office on campus. Much later, when I was a Trustee, it was [Vice President of Personnel] Madison Scott who knew where to get things solved. But John knew then how to get things solved. So he and Ruth, really, she came out of the Dean of Women's Office, and John at that time was over in, I think he was in the President's Office.

Q. He was the Vice President of something.

A. He was, that was prior to his being a Vice President. He was a professor in the Ag College. I graduated in December 1956 and that was the first big event at the St. John Arena. The St. John Arena now they're talking about tearing down. That's

fine; you have to move on. But that was a magnificent building. It really was. We really loved that building because in sports, if we wanted to watch an Ohio State basketball game, we got on a bus and went to the Ohio State fairgrounds and the team played in the Coliseum. We didn't have a basketball arena. Now we have several. But in those days we played at the fairgrounds. We took the bus out and then we waited until the game was over, and we took the bus back. Well, once they built St. John's they began to play basketball in St. John's. It was very exciting to be the first class to graduate in that building. That was in December. It just was a nice building.

Q. I always liked St. John Arena. It was so much closer.

A. You felt that Ohio State wasn't all that big. I want to say that I really had a good experience at Ohio State as a student. I think I was involved. That's probably one reason. I had very good professors. I don't know. I met interesting people. I never felt it was too big because you have your own circle of friends and you operate in that circle of friends. So you don't know everybody. But you have quite a nice cadre of people to work with. Some of those friends – I talked to one this morning, actually. It's her birthday and I called her. She was my roommate in the sorority house. She, too, was active in operations on campus.

Q. Was campus mostly around the Oval? Was it starting to spread out a little bit by then?

A. Not much.

Q. So St. John Arena was a little bit away.

- A. Right. If you had a health problem, they had good health clinic. We had good health coverage. It was very handy to be in Baker because it's where Enarson Building is now. That was the health clinic. It was right next to the President's office. And the hospital was, oh my, the hospital was there but it was [called] Starling-Loving. Because University Hospital was built under [then-Ohio Governor] Jim Rhodes. And then all that complex over there was just not there. It was just not there at all. You could drive around the Oval, of course. You could drive up to your dorm... I didn't have a car. Students didn't have cars but there was lots of parking on campus. Parking was not a big problem.
- Q. There were bus lines. Was there a train or a trolley going back to uptown?
- A. If I wanted to go downtown and shop at Lazarus, I took the trolley down. It was fun. It was great fun for me.
- Q. I remember Judge [Robert] Duncan [OSU graduate, 1948] saying how he used to take the trolley.
- A. You could get right off in front of Lazarus.
- Q. Wow. And then down by the Olentangy River, was, like, Drake Union there?
- A. No.
- Q. So were there any activities down by the water there?
- A. There were activities, but I don't know that they were published in the paper!
- Q. But the College of Agriculture then was still where it is now, across the river?
- A. Across the river, yes. I wasn't in the College of Agriculture, which is interesting. Neither was my father.
- Q. Oh, I didn't know that.

A. He was an English major, too, because my grandfather felt that what agriculture needed were people that could express themselves and tell the story of agriculture, which is an interesting concept for someone in 1895. Anyway, no, to go to agriculture you had to cross the river. In the spring, the college had a great big picnic. They butchered a steer and the Saddle & Sirloin Club served the meal. Dr. Larry Kunkle cooked it; he was a friend of my dad's. Dad knew all the professors in Agriculture. They cooked the meat on a spit and in the ground. Oh my goodness, it would melt in your mouth. Then they had potato salad and chips or something, I don't know. The kids could all go through the line. That was our big spring event. I always went because when I went through, Dr. Kunkle would recognize me and give me three times the normal serving of meat. I love meat to this day and Dr. Kunkle took care of me, I'll tell you, when I came through the line!

Q. Did you go to commencement and have a speaker that you remember?

A. I don't remember the speaker. I did go to commencement, I did.

Q. And where was it?

A. It was at St. John's in December. I didn't graduate in June. I graduated in December and came back and planned a wedding; I got married the following May. I graduated in '56; I got married in '57. And my husband and I moved into my grandfather's house. We still live there 56 years later.

Q. Is this the same grandfather that went to school here?

A. The very same grandfather. Anyway, when I married and came back to the farm I was lonesome. I was really lost.

- Q. I'll bet.
- A. I tried raising chickens and I didn't do very well. I tried a few farm-like projects that didn't turn out very well either. So after two children I decided to run for the School Board. I wasn't very good at the other things.
- Q. So there wasn't a lot of opportunity for women anyway then, but living in a small town was even less so probably.
- A. I was luckier than my mother who was not a native Ohioan. We were very different. I had grown up there, so I was accepted. It wasn't that but you know, I couldn't find anybody that read. They were busy doing other things. When I went to school, looking back on it I could have done something else. But for young women you could do two things – either be a teacher or a nurse. And I knew I didn't want to be a nurse. So those were the two professions.
- Q. So you graduated in Education?
- A. I graduated in Education. But I had a History/English. I could have taught English or History.
- Q. So did you get a teaching job?
- A. No, I did not.
- Q. Because you got married.
- A. Right. No, I didn't. But in later years I went back to school and got my Elementary Library Certification and set up the libraries for the Westfall School District. Trained the people, bought the books, etc. I have used my Education degree over the years but not in a normal sense. Not in a traditional sense. But it's come in handy, although education was so different then. It was very method-

oriented. The education courses I had were boring, very boring. It was very rigid. I knew it didn't work. I knew it didn't work and it didn't. But in those days, those professors of Education hadn't been in a classroom for a long time. It was pretty separated from what reality was.

Q. Well, once you went back to Williamsport, did you stay connected with Ohio State, you think, or just on the periphery?

A. Not too much.

Q. So what was your next, like maybe when your kids went to school here, or after that that you kind of reconnected?

A. Growing up, my grandfather was a [member of] Varsity "O." So I started going to football games when I was about nine. My grandmother didn't like football, and so, we would come up and eat our lunch at the University Club downtown. They always used to laugh at me at the University Club because I ate too much. Then, we took a bus out to the Stadium and we came back on the bus to the University Club. Grandmother met us and then we drove home.

Q. Where was the University Club?

A. It was down, it's where the Dispatch Printing is.

Q. Oh' downtown.

A. Yes, downtown. It was very nice. Varsity "O" members had wonderful seats. My grandfather had two. They were under cover on the fifty-yard line.

Q. East or west side?

A. What is the home side?

Q. West side.

A. They were on the west side. So grandfather had wonderful seats until he died. My father's family were not in politics, they didn't run for politics, but they knew Governor [John] Bricker because he grew up in Mt. Sterling, which is about twenty miles away. I can remember getting on the elevator with my grandfather down at the University Club and this handsome, handsome man got in with his white hair. He got on and he looked at my grandfather and he said, "Well, hello John, how are you?" And granddad said, "Well John, how are you?" They both were named John. And when he got off the elevator, I said, "Grandpa, who was that?" And he said, "That's the Governor." They grew up in the same vicinity. I had a great childhood.

When I graduated from OSU and got married, I was very busy, had two children. And when the second one was born, and was little, when our oldest one was ready to go to school, [at age] six, I decided to run for the School Board. That was a real education. That really opened my eyes. I learned a lot. I used a lot of what I learned from Ohio State as a Board member. Most of the men, they were all men on the School Board, were old enough to be my father. They really had sort of a dim view about how a young woman could possibly add anything to the School Board. What I found there and what I found since is, the first thing you do is tackle the budget and learn the finances of the organization. I had a good teacher. I had a clerk that spent a lot of time with me. So when something would come up, I would say, "Oh, that's out of the G12 fund." Well, they were very impressed that I could carry those figures in my head. Imagine a young woman being able to do that! I was already keeping the books for the family business. But

you know, I think I brought some things I learned from Ohio State to my community work in those early days, because the Board at that time would spend many meetings picking out the basketball coach. But if we hired an English teacher, it was done and gone. I kind of brought about the fact that we needed to pay attention to the teachers that were being hired. I got off the Board after eight years and went back to school to get my Library Science degree. Because at that time the government was funding the elementary [school] libraries. But our district didn't have anybody qualified. I got qualified so that I could do library [work] for elementary [schools]. So let's stop here. Okay, now I'd like to talk about my Trustee days at Ohio State.

Q. Because your dad was a Trustee.

A. My dad was a Trustee. It's the '60s and '70s. And then there was a lapse of maybe ten years. Everybody said, "How did you get appointed to the Board of Trustees?" Honestly, my father was a friend of the Governor's, Jim Rhodes. Jim used Dad as a sounding board. He was an advisor. I always admire my dad because he never made any money from any of his contacts. He was really a trusted friend. Jim had appointed dad to the Board of Trustees, and Dad, I think, wanted to see somebody from Agriculture serve on the Board. He had in mind that I would do that, I had already taken his role on the Bank Board. And I had served as Chair of the Natural Resources Commission. In those days, the [Department of] Natural Resources had a commission and I had served as Chair of that. I had been on the School Board and I had done some other things. Dad really worked on that. In looking over his correspondence, I see now where other

people approached him to try to get on the Board and sent him resumes – other agriculturists. I don't know whether he lost those letters or what happened but I don't think he ever went to Jim Rhodes with anybody but me. I'm afraid that's what happened knowing him. But anyway, Dad was very proud of me. Dad and I were very close. I was born three days before his 30th birthday. We had the same horoscope. My mother said she doesn't know how she survived two Taurians because we were both determined, stubborn, driving people. I understood Dad and he understood me. And he really believed I could do the job. So in May 1982, I was working at the Dunlap company office and the secretary came and said, "Your dad would like to talk to you at home." And I thought, "Oh my goodness, what's happened now?" So I went out and he had tears in his eyes and he said, "Shirley, they couldn't get a hold of you earlier today, but Jim Rhodes is appointing you to the Board of Trustees at Ohio State." He was pleased and I was pleased and mother was pleased and Cliff was pleased. What a marvelous experience that was!

Q. What year was this?

A. That was May 1982. I served until 1991. I served with some real giants of industry. There was Jack Havens, who was very instrumental in Bank One. There was Danny Galbreath and there was John Berry, who owned the Yellow Pages and at that time was the wealthiest man in Ohio. In those days, we had a system where one rotated on, one rotated off. Over those nine years I had an opportunity to meet really, really fabulous men. Len Immke was a favorite of mine. Dad's advice to me, I said, "Oh Dad, oh my goodness. I went to one meeting and I was

clear over my head.” He said, “Just listen. Don’t have an opinion about anything until you get the lay of the land. A good listener is a valuable new member of any Board.” My goodness, has he been true about that! I’ve been on a lot of Boards and someone who comes and wants to change everything, is not viewed very well. Ed Jennings was the President when I got on, Dr. Ed Jennings. We had no money. At OSU one of my first trips with Ed was to OARDC at Wooster. We flew up and those people were about ready to lynch him because they hadn’t had any salary increases. I remember he stood on the stage, and I thought he was so brave. He said, “I don’t have any money now. I’m telling you that. That’s the honest-to-goodness truth. But when I do, I will not forget you. I promise you that.” And he didn’t. He kept his promises. I think Ed was very suited to the time because he was a professor of finance. He understood – he may not have been the best lobbyist with downtown folks – he understood finance and he understood how to manage money. He really did. He was a good administrator. I think the faculty generally liked him. In fact, they did support him when he needed it. I liked him. He was a good friend, still is a good friend, and he was a good leader for the time. When I got on, the way it worked in those days, we met on Thursday afternoon and had committee meetings, and then we all had dinner together Thursday night (which is where the real business was transacted.) Then, we had our open meeting on Friday. It was all at the Fawcett Center.

Q. On the third floor.

A. Yes, on the third floor of the Fawcett Center. When my dad was on the Board, the Fawcett Center was dedicated, and I can remember going up with him and staying

all night. It was state of the art. By the time I got there, it wasn't so state of the art. I stayed overnight on Thursday because I didn't have to drive home and drive back. It was kind of like camping out. The rooms were drafty I can remember [OSU Vice President] Dick Jackson was in charge of [business and] administration. He was a wonderful man. One morning, we had breakfast before the meeting, I came down with my wash cloth and I said, "Dick, this is the wash cloth in my room. I think you can read the newspaper through this, it's so thin." He said, "I think you're right; that's terrible." So we got some new towels, some new linens on the bed. I've stayed in some more posh places but it was fine with me I didn't need that.

Q. It was kind of in a downward spiral.

A. And then we met down on the first floor of the Fawcett Center in the back.

Q. Over in the alumni lounge.

A. Where the alumni lounge was. It was all contained in that room. The nice thing about the Fawcett Center was, I could always find a place to park. That was an advantage! And the staff, I got to know the staff at the Fawcett Center, and they were very, very good to me. Anything I needed, they were just wonderful, good friends. I was Governor Jim Rhodes' last appointment. So I was the last Republican appointment. Not that we decided things along political lines. But in the end, it's the Governor that makes the decision, no matter who the Governor is. So it's somebody he either knows or they've done a favor for him or member of his family. It's somebody that he can count on, although governors never, to my knowledge, have ever put any pressure on the Board members. But it's a pretty

close relationship with the Governor. I was the last Rhodes appointee. I served my last year as chair. I served with all Democrats. And the person that was appointed after I was, Joel Teaford, who was a great friend of [Ohio Governor] Dick Celeste, was a Harvard-educated attorney.

Q. Hamilton J. Teaford.

A. Hamilton J. Teaford, and when I met him the first time I thought to myself, “We’re going to like each other because we’re going to be sitting beside each other for nine years. We better get to know each other.” And Joel will tell you that now. He and I talk about every other month; we have some event that comes up that we need to confer. He became a good friend. He learned a lot about agriculture because the ’80s were bad times for agriculture. We had bad weather conditions. So he knows that it takes one inch of rain every week in the summer to grow corn. And when we don’t get that he’ll call me and say, “We haven’t had enough rain, have we?” I enjoyed being with him. So anyway, when I first got on, I asked a lot of questions. Not in meetings, but this is a huge institution to try to get your arms around and understand. Ed’s people were great but they’d bring you a report, and it’s not only on the Board, but other Boards I’ve been on, I want to know the real truth. I want to know where it came from and why it came from there. I asked a lot of questions at the private meetings we had. I went to Ed and I said to him, “You know, Ed, I’m asking too many questions.” And he said, “Oh no, you’re not.” And I said, “Well, I don’t want to be bothersome. I don’t want to be annoying.” He said, “Shirley, let me tell you something. The men don’t know the answers, either. But they won’t ask. It’s a woman that will ask. I really

welcome the questions because it gives me a stage to talk about items.” I asked about everything. Women were, that was in the ’80s, women were really in a lot more places – high-ranking places – in the ’80s than they had been in the ’70s or the ’60s. Students had become, there was a great change on campus when I came as a Trustee.

But anyway, it’s a funny story that I told Maureen before. I had a meeting with Ed in the President’s office and we went to lunch at the Faculty Club. We walked across the Oval, which was always fun to walk with the President across the Oval. We got to the door of the Faculty Club and here came a respected female member of the faculty. And Ed walked up to the door and pulled the door open and she walked through and she turned around and said, “Don’t ever open the door for me again. I can open my own doors.” Well, I don’t know who was more flabbergasted, Ed or me. And he said, “Well, I won’t. I didn’t mean to offend you.” And then he said to me, “Do you like to have your doors opened?” And I said, “I like it both ways. You can open the door for me anytime.” He said, “Well, I’m damned if I do and I’m damned if I don’t But my mother trained me to open doors for women and I guess maybe that’s not what I should assume. I should not assume that every woman wants the door opened.” So things were changing on campus. Things were really changing on campus.

Q. Were there many women in his administration?

A. I’m trying to think.

Q. Catherine Shane was probably there.

A. Yes, Catherine Shane. She was a lovely woman.

- Q. And Madison might have been the only African American.
- A. Yes, he was.
- Q. Madison Scott.
- A. There was Dick Jackson who was wonderful.
- Q. Weldon Ihrig.
- A. Welden Ihrig [Vice President for Finance], who was a super man, a very professional man. Then the love of my nine years, Madison Scott. He was just a wonderful friend to me. He was a minority. He was Secretary of the Board. There were times I struggled to keep up or to know exactly how to do this or that. He never advised me without my asking. He never tried to lead me in any way. But sometimes I'd be so exasperated about, how should we do this, and he was just a really good friend and confidant. I learned so much from Madison Scott in how to treat people and how to get things done, and how to work with people of all kinds. He was very quiet. It took me a long time to break down reserve that he had built up around himself, because he had a wall around him. But if he liked you and took you under his wing, there isn't anything he wouldn't have done for you. The one thing that I always admired about Madison, if there was something I wanted to know, I wanted to know honestly what the answer was. He never lied to me. He never would bring it up but if I would ask him, what is really going on here, he never hesitated to tell me the truth. I really think the role of the Secretary of the Board has changed several times since I've been off the Board. But that was the most valuable thing to me, because we weren't on campus. We didn't know what was going on. And there are times you really have to know the background. How

can you make a good decision if you don't know all the parties that are represented? I didn't do that often. But I did ask Madison and I always got a straight answer. I enjoyed his company. He was fun. Once he trusted you. I think it was a matter of trust with him. He wanted to be sure he could trust you and once he did, he has promoted so many people on this campus.

Q. Myself included.

A. Minorities, women. He has a good way of figuring out if you're real, if you're for real. And if you are, he wants to see you go as far as you can go.

Q. That is true and he had a kind heart.

A. He had a very kind heart.

Q. I was here for eight years before he even knew who I was. He saw me in the hall one day and he goes, "Do you work here?" I said, "Yeah, I've worked here for eight years."

A. There are wonderful Madison Scott stories. The one at his funeral that they told, I think it was wonderful. The band was going to have women in it. It had been an all-male band. And Ed Jennings, I believe it was Ed, sent him over there to work with the directors of the band to tell them, "There's going to be women in this band." [They responded,] "Well, this is the way it's always been. It's our custom. It's the culture here." Madison didn't go himself first. He sent other people and they would come back, and one of them later was a very powerful person in the State of Ohio, a woman. And she said, "Madison, I'm not getting anywhere. This is the way it's always been. This is the way it's going to be." He didn't say much. He said, "Well, arrange an appointment with the Director." So he went over and

she accompanied him because she told this at the funeral. He said to the Director, "Now, give me all the reasons why you don't think that women can serve in the band." And this was like 20 minutes, the director went on about, "This is our history and this is the way it's always been," and blah, blah, blah. And when he got through, Madison very politely said, "Are you finished?" He said, "Yes." And Madison said, "If the girls apply for the band and they can march and they can toot, they will be in the band." And with that, he got up and left the room. That's how women got in the band. I know from eye-witnesses. But I can see him doing that. No argument. If they can march and they can toot, they will be in the band. So that's how the band was integrated. He had been brought in for that. He had been brought in before I got on the Board, when all the buildings were being built at OSU because they had trouble with the labor unions. And he was brought in under Enarson, under Dr. Enarson.

Q. It was late '68, '69, maybe.

A. Yes, to help with the labor negotiations. He had done a great job. He loved it. He had a Bachelor's in Political Science from Ohio State but he loved it when someone who didn't know him called him Dr. Scott. He never corrected them.

Q. They thought he was a lawyer, too.

A. Yes, they thought he was a lawyer. They thought he was all these different things. But anyway, Madison learned from the school of hard knocks. He had come out of the south. He had been in the Army. He had succeeded very well in the Army. What do they call those, Major/Master?

- Q. Sergeant Major. He was a Sergeant Major. He told me this story. They asked him once why he didn't go to officer's training school and become an officer? And he said, "Why would I want to do that, become a lieutenant? I'm the honest rank; I'm not about to start over." But he was wise and kind. So I enjoyed that.
- Q. Over the time when you were on the Board during those nine years, did other women join?
- A. Yes.
- Q. Or were you the only one?
- A. No, Debbie Casto came on the Board before I rotated off.
- Q. But we talked about when you came on, you were only the third or the fourth woman ever to have been on the Board.
- A. That's right.
- Q. And that was in 1982.
- A. That's right. There weren't women on the Board. You know, I think I've been blessed by being at the right place at the right time, because that was true on the Bank Board. That was true on the Board of Education. They didn't think women could handle the job, I think, the worst Board I ever served on was a Bank Board because the bankers just didn't think that I could handle the finances. Well, that was so laughable because I had been doing farm bookkeeping for years. That's a lot of money. You fill out ten-page business plans and all that kind of thing. One thing I feel very proud about when I did serve on the W. K. Kellogg Board, The Kellogg Trust is the organization that handles the money - \$7 billion. And they never had a woman on the Trust. Most of them were bankers. That would have

been 2005. I was the first woman put on the W. K. Kellogg Trust. I was on about nine months, and we sold a billion dollars' worth of stock in one deal. It was interesting because some of them had to excuse themselves because they owned Kellogg stock. I did not own Kellogg stock any of the time. That was a big decision to sell a billion dollars' worth of stock. That's better than raising chickens in the barn.

Anyway, and I served on the finance committee, too, at Ohio State University. You know, when I got off the Board, we were working to set up the Foundation. That's when the Foundation was set up, about 1990 or 1991. We really worked on that because the Alumni Association had a Development Board and they sort of did the same things. We had to merge them and it took a little bit of finesse to do that. I was very involved in helping that along but when you got off in May, the thing I never could understand about being a Trustee, once you get off, you're off. That's it. Nothing. You're not privy to anything, after spending nine years understanding everything and knowing as many secrets as the world could have, and then that's it. I could remember wondering how, but then I did ask a Board member, and he said, "Well, you're off now and that's that." Evidently, the foundation has done wonderfully. But there ought to be a way to get from Trustees that have given their time and energies, and really know a lot about the University to give back.

- Q. They have one now that, Dick [G. Gilbert] Cloyd, who is like trustee at large or something, national trustee or something they've appointed [Charter Trustee]. And he's been working with them for eleven years.

A. That's a good idea. I had two other things I wanted to talk about.

Q. Go ahead.

A. Now I can't remember what the first one was. When I was a Trustee, I liked to experience things that weren't on the agenda. I think I made a pretty good record of myself. Joel followed me. I can remember one of the things I wanted to see was the power plant. They are the people that produce the power for this whole University. I can remember asking Madison, then to Dick Jackson, if I could go visit the power plant. This was just one example. And he said they would love that. So we sat up an appointment and I came up on Thursday before the meetings, and Dick Jackson took me over to the power plant. I was so impressed with what those employees did to keep this institution going. Of course, that was 1982. Now it's probably all computerized. It wasn't then. I can remember how I thought at the time, "There's so many aspects of the University where people do their jobs very well. They don't cause any problems. How is the best way to thank them?" There was great loyalty when I was on the Board to their job. And I mean they would get up in the middle of the night if we were going to have a cold spell, just to fire the buildings and put the thermostats in the right shape. There were other things that I went to see. But I sort of thought the role of a Trustee was to understand all aspects of the University, so that when decisions come, you have some idea what those people do.

Of course, it's here for students and I was great with students. I was made honorary member of Sphinx. It's about professors. But there's a whole world out there that keeps this University going. The secretaries, the mail people, the people

that fire the boilers, the food people. All those people, and the hospital, of course, is a huge, huge thing. I served on that Board, too, for about twelve years. You know, I think to really make the right kind of decisions, I don't mean I got into decision-making, I didn't do that, but I went to those places because I wanted to know what they were doing and what they contributed to the University. I think others have done that since then. In 1990, Ed Jennings, I think it was '90 or '91, announced his retirement. I was chair of the Board and we had a search committee. Jack Kessler was chair of the search committee. That was an experience, too, to go through, is searching for a leader for this University. It has to be a multi-talented person. We cast the net out. I don't think we unturned any stone, and that's when Gordon Gee was selected in 1990. In the interim, between the time Ed Jennings left and Gordon Gee came, there was a void of leadership. That taught me something, too. If there's no someone in charge, people will become in charge. I was trying to manage that from Williamsport, Ohio. Because people would make decisions that they had no business or interest doing.

Q. It's one of those unusual phenomena; people don't really see it unless they're kind of in close on the inside as a Trustee or senior administrator. But it is kind of fun to watch.

A. It was a very trying time for me because I couldn't get my arms around it. Every time I came there was a new decision made, "Where did this come from?" It was great when Gordon came. I wanted to say something about Elizabeth [Gee] because I think she was a strong advocate for women. Elizabeth was really a lovely woman. I didn't know her that well because she died about a year and a

half after I met her. But she was a great combination of being a good President's wife and also being a strong and stalwart woman. She is the only person – and I know Gordon pretty well because I was here when he came the first time – she was the only person that I've ever seen that could sort of quiet him.

Q. Ground him a little bit.

A. Ground him a little bit, yes. In such a nice way. He counted on her for that. They struggled together. It wasn't always the way it was when they landed here coming from Colorado. She had a very nice way. She was also great with the Trustees. She was very gracious. When she came, she was fine. She was a great hostess and a good mother. Then I watched him go through that experience of losing his wife in a very public setting. It just broke my heart. Because it's hard to grieve when so much is expected of you. But I did want to say that I thought she brought a lot of energy to women's issues in a very good way, a very good way.

Q. And really kind of changed the role of the President's wife.

A. She surely did.

Q. Back in those days we called it "the wife," because that's all it was in those days. She had her own office. She had her own staff. She was the first woman, I remember thinking, she's her own person and a very different role model.

A. It was a profession. Without being abrasive or obnoxious in any way, she got things done. Things that had been sort of sitting on the back burner in women's issues, she saw that they came to the front. She managed to make changes, even in the short time she was here. I treasured her friendship. I was one of the two Trustees that represented the University and went to her funeral in Utah.

- Q. I didn't realize that.
- A. That was hard.
- Q. Anything else that you would like to add?
- A. Oh, I had one other thing. I was involved in a riot.
- Q. On campus?
- A. On campus at a Trustee meeting. I think it's the only riot in the history of Trustee meetings.
- Q. Yes, it was May of '89.
- A. May of '89. There were two issues going on. One were labor issues with employees on campus and one was the South African issue of whether or not we should own stock, divestiture. The students were all involved in that, although they knew relatively little about it. They were opposed to it and there were reasons for it. Was that in May? May is a turbulent time up here.
- Q. May 5, 1989.
- A. It was the day before my birthday. Anyway, we should have known something was up; because when we had breakfast that morning, on the third floor of the Fawcett Center, we came down and got out of the elevator and there must have 200 people standing there. I came down with Diether Haenicke, who was the Provost at the time. It was scary. We got the door shut behind us; there we were. I can remember Diether saying, "Shirley, this is an angry crowd." And he reached down took ahold of my hand and he said, "We're going to back out of the crowd. One thing about being a little short man like who doesn't speak smooth English, they don't recognize me." And they didn't. They didn't know who he was and

they didn't know who I was. So he took my hand and we backed out of the crowd and went down the hall into the Board room. We should have known then that there was going to be a problem because it was just fomenting. People were milling around. We started the meeting and I don't know whether the labor person got up to speak, as I remember, but all of a sudden everybody in the audience – now, you have to picture this room. We're sitting at a table with our backs to the all-glass wall around it. A U-shaped table and glass on two sides. And there were crowds beginning to form outside the glass. So in a way we were surrounded. I don't know, in my mind I think it was the labor person got up to speak. And all of a sudden something ignited and everybody in the room, not everybody but most everybody in the room rushed the table where the Trustees were seated.

Q. I was seated on the side right behind you guys. That was scary.

A. I was the only female at the time, Trustee, and Joel Teaforde really was very protective. He kept pushing me and getting in front of me and pushing me and pushing me. Well, they opened one of the glass doors and they were also very concerned about Ed Jennings. That's who they were going after. So they practically threw us out; a van pulled up with the University Police, and they pushed Ed in the second seat and they pushed me in the van and a couple of the Trustees jumped in. I can't remember who was there. So the driver said, "Where do I take them?" This is what I love. "Where do I take them?" And one of the police force said, "We take them to Ag campus. That's the safest place." Well, I loved that because I love Ag campus. They took us to Ag campus and took us in to the Administration Building there and they locked the doors down. The

students over there were kind of like, “What’s going on? What is happening here? What is this?” And it was funny because at the time the College of Agriculture had a little feud with Central Administration over some issue. I don’t even remember what it was. Those were the safest people to take us to. Well, they couldn’t take us to main campus. But we did stay there until the police came.

Q. It got pretty ugly.

A. We left.

Q. And then people started laying down in front of the door, so people couldn’t get out of the door. We had to carry some of the Trustees, like Ed Redman. Somebody had to carry him over a pile of like four bodies piled high, because he couldn’t walk out. He was an older gentleman. And Lucy and I were stuck outside in this crowd, crouching against the side of the building. It was scary.

A. It was scary. I remember Len Immke, who was sizable. After everybody else got up and walked away, he walked to his car. He had this absolutely magnificent car, and they never bothered it. He just stayed and sat through the whole thing and then very, very slowly and casually walked to his car and went home. But it was frightening for me.

Q. It was frightening because you couldn’t get out. The hallway, right outside the main door, was jammed with people. They were punching holes in the wall. There was just that crowd mentality. It was seeping outside and blocking and those vans pulled up and you guys all took off.

A. The next meeting was even scarier because Dick Jackson was appalled that that had happened under his watch. So the next meeting we met in the auditorium and

- he took us down in elevators to the basement. Then we came up in the maintenance elevator on the stage and surrounding us were policemen in riot gear.
- Q. Yes, behind the curtain.
- A. With helmets. And it was quiet.
- Q. They came and they spoke, different representatives from both groups kind of spoke, and they took a vote at that meeting, remember? It was June.
- A. And we didn't vote the way they wanted us to.
- Q. I can't remember now.
- A. No, we didn't.
- Q. I just remember sitting there in this riot thing and all these police sitting in chairs behind.
- A. Nobody could have moved a muscle with all those men in the room. The experience of being in the basement of the Fawcett Center and getting on the freight elevator to go up. What kind of a group is this? So that was a memorable day.
- Q. In those activist days.
- A. We did a lot of good in those nine years that I was on the Board, and lots of good things happened. It was a good time for Ohio State then, except for that one occasion. I did want to say that the University did honor me with the Distinguished Service Award.
- Q. Well-deserved.
- A. And Trustees don't always get that award, so that meant a lot to me.

Q. Well-deserved. Well, this has been wonderful, thank you. We're going to stop now.

A. Thank you.